STRATEGIC PLAN

Data Compendium

First 5 Ventura County

Presented by:

Applied Survey Research

Sept 18, 2025: Presentation to Commission

Overview of Data Compendium Components

- Community landscape data and F5 SWOT Summary
- Parent and Caregiver Survey
- Parent and Caregiver Focus Groups
- Community Partner Survey
- Community Partner Focus Group
- First 5 Ventura Commission
  Key Informant Interviews

County Landscape Data and First 5 SWOT Analysis

County Landscape Data: Comprehensive Child Health and Development

Health Insurance in Ventura County

- 97% of children under 6 have insurance
- 49% of children ages 0-5 enrolled in Medi-Cal

Immunization Rates in Ventura County

- 95% of Kindergartners up-to-date on immunizations in 2022

Developmental Screenings in Ventura County

- 41% of children enrolled in Medi-Cal had a developmental screening in 2022

County landscape data obtained from First 5 Ventura Staff; presented in Commission Packet, March 2025

County Landscape Data: Strong & Resilient Families

Economic Stressors

- 63% of single mothers fall below the Real Cost Measure
- 39% of households spend more than 30% of income on housing
- Homelessness increased from 1,299 persons in 2018 to 2,238 in 2022

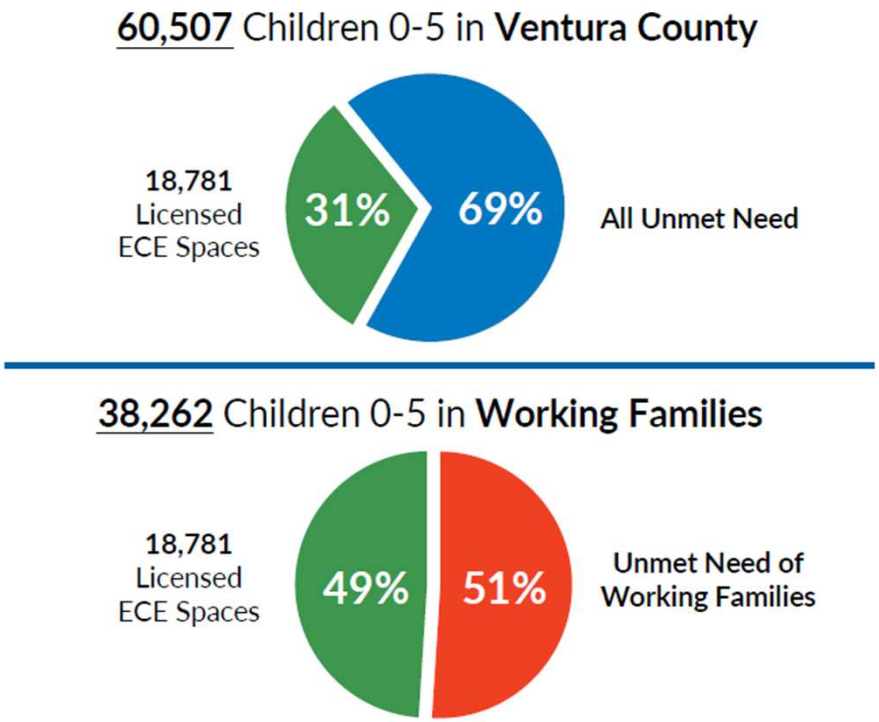
Key Indicator Trends

- Child maltreatment substantiations decreased from 1,014 in 2019 to 538 in 2023
- Teen birth rate decreased from 62 to 10 per 1,000 people from 1995 to 2021

County landscape data obtained from First 5 Ventura Staff; presented in Commission Packet, March 2025

County Landscape Data: Quality Early Learning

Access to Child Care



County landscape data obtained from First 5 Ventura Staff; presented in Commission Packet, March 2025

F5V SWOT Analysis: Spring 2025

Strengths

- **Strong community commitment and collaboration**
- Recognized leadership in the stakeholder space
- Integration of direct services and systems efforts
- Parent voice and national policy connections
- Stable leadership and staff retention

Weaknesses

- Limited coordination across physical, classroom, and health systems
- Funding pressures may risk mission alignment
- Organizational caution can sometimes slow progress

Opportunities

- Build stronger partnerships with early care providers and school districts
- Leverage Behavioral Health reform and Prop 1 investments
- Expand connections to meet families' basic needs

Threats

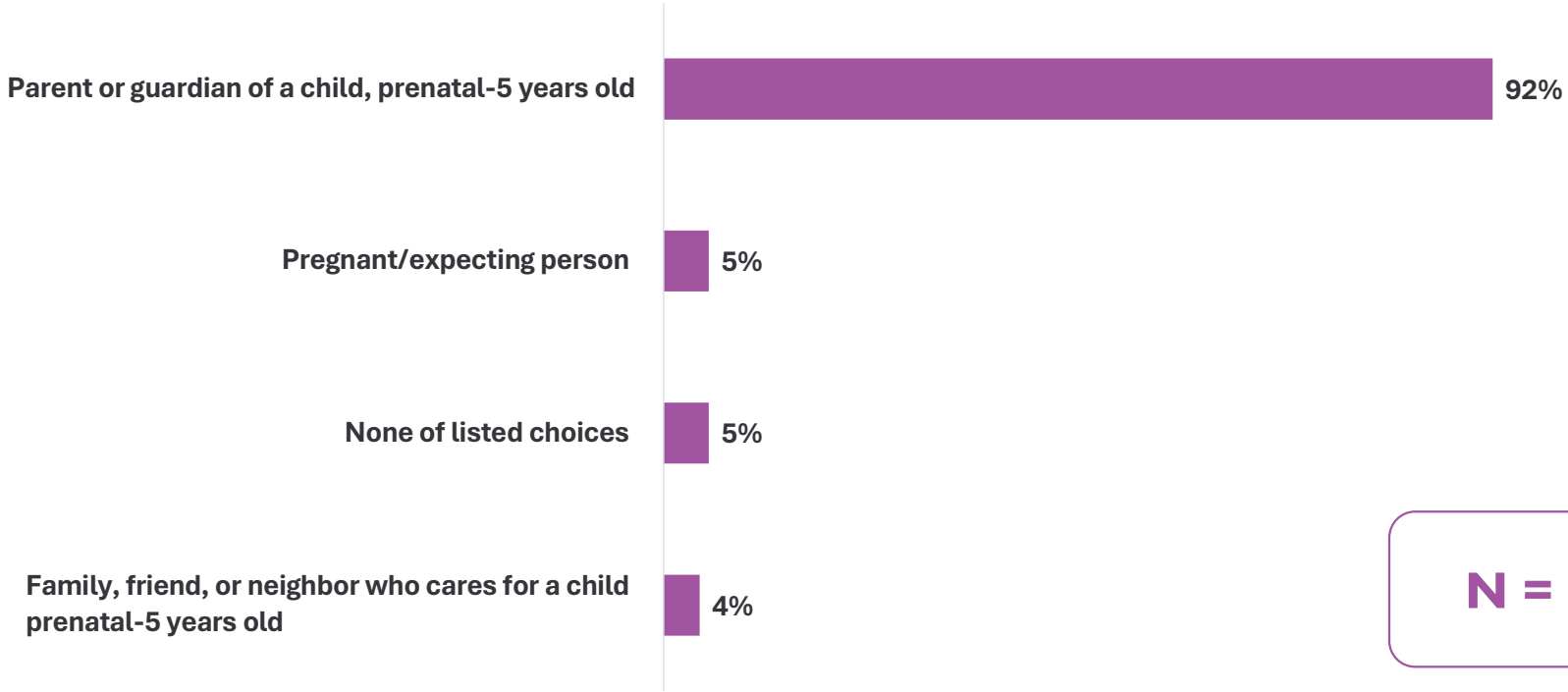
- Broader systemic challenges require cross-sector collaboration
- Need for collaborative approaches to address external stressors

Parent and Caregiver Survey

Parent and Caregiver Survey

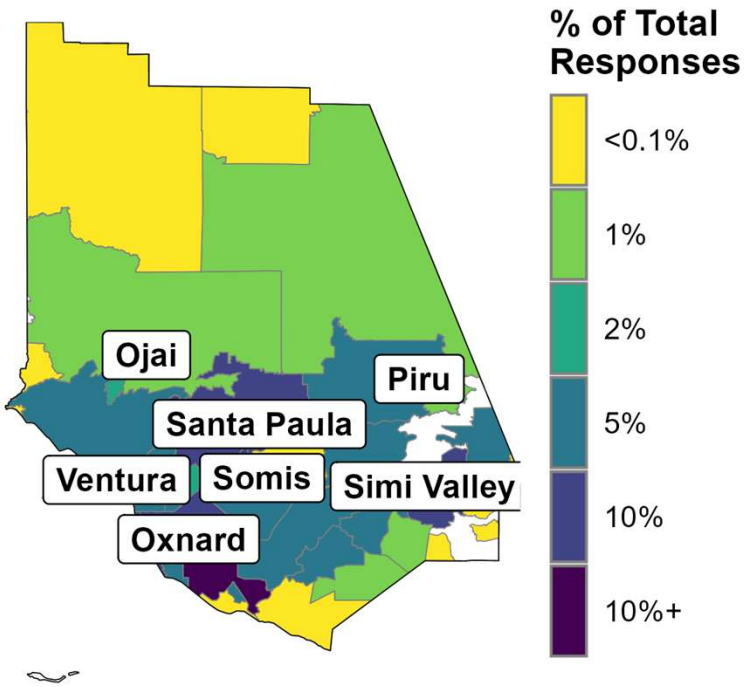
- Survey accessible 6/11/25 – 8/1/25
- All responses collected via Qualtrics link
- Distribution methods:
  - Email campaign
  - Flyers
  - Word-of-mouth
- Total responses: **194**

How would you describe yourself? (Select all that apply)



N = 194

What Zip Code do you live in?

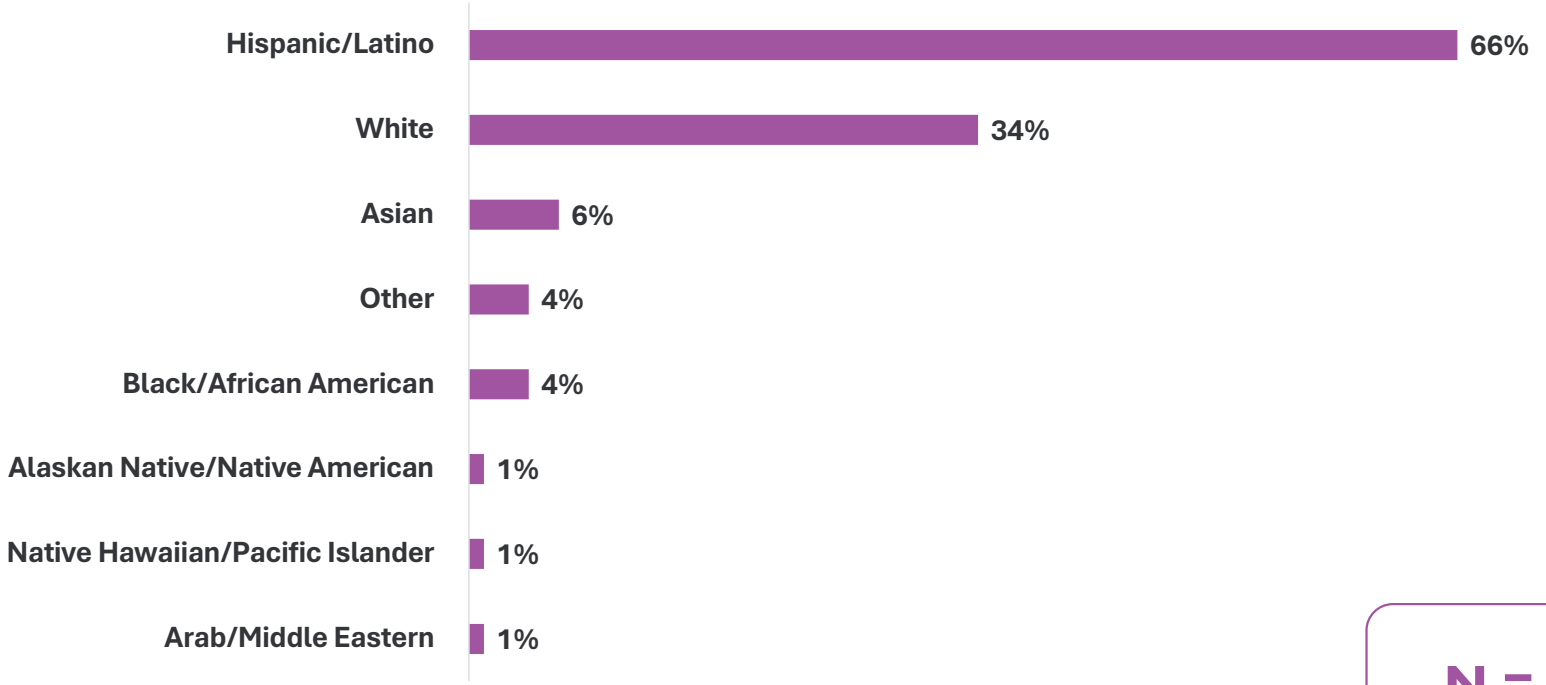


Zip Code	% of Responses
93033	22%
93030	12%
93060	10%

Majority of responses gathered from Oxnard and Santa Paula

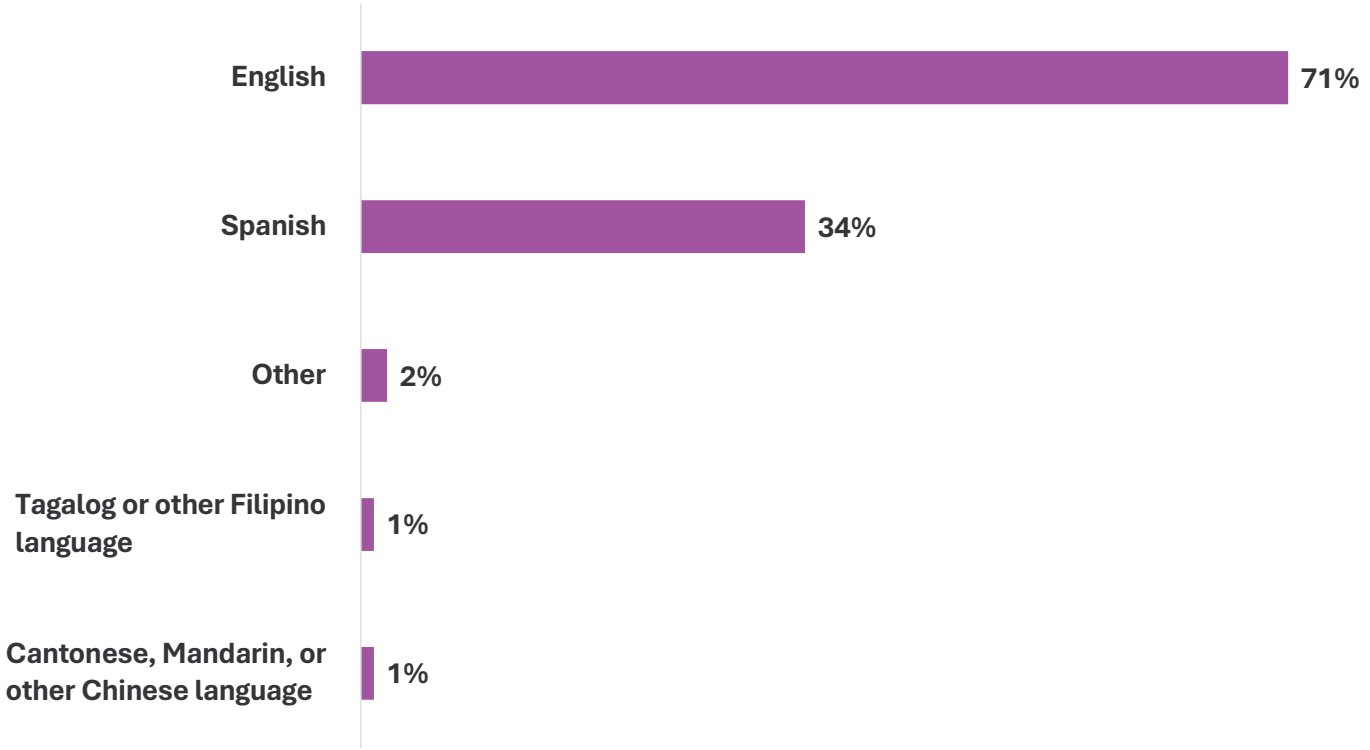
N = 166

How would you describe your race/ethnicity? (Select all that apply)



N = 160

What is your preferred language? (Select all that apply)

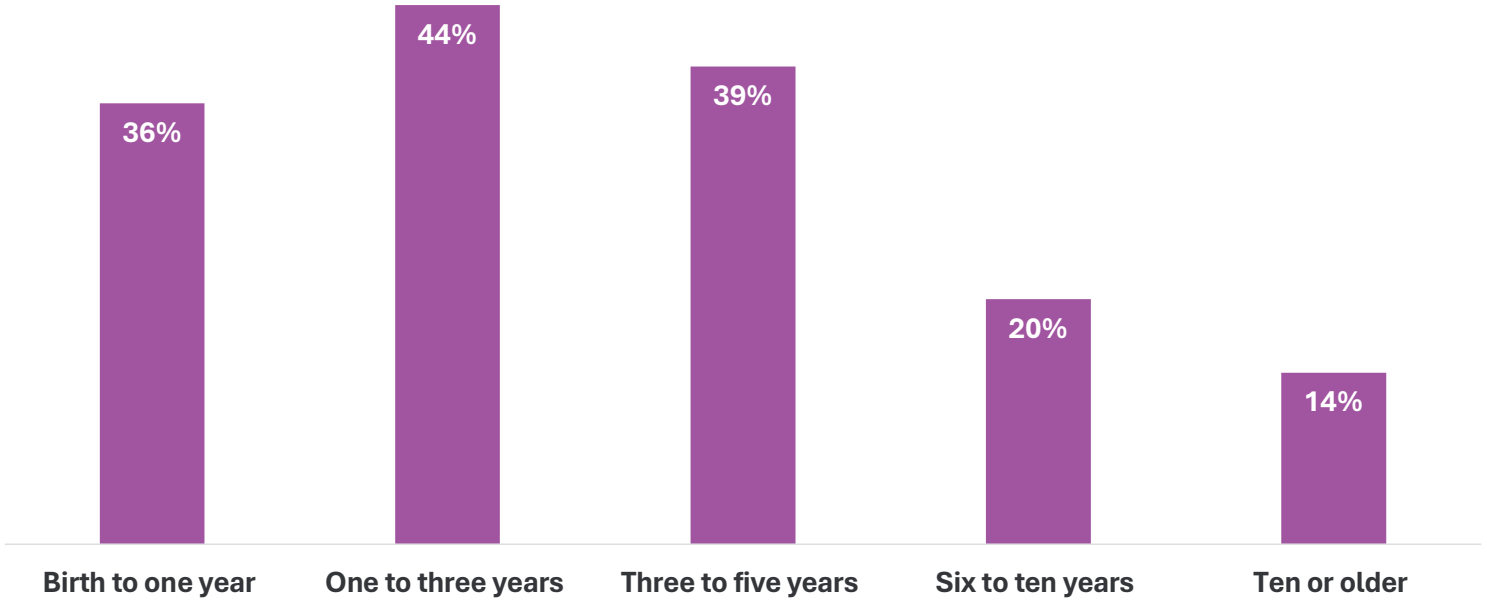


N = 161

What is your household income?

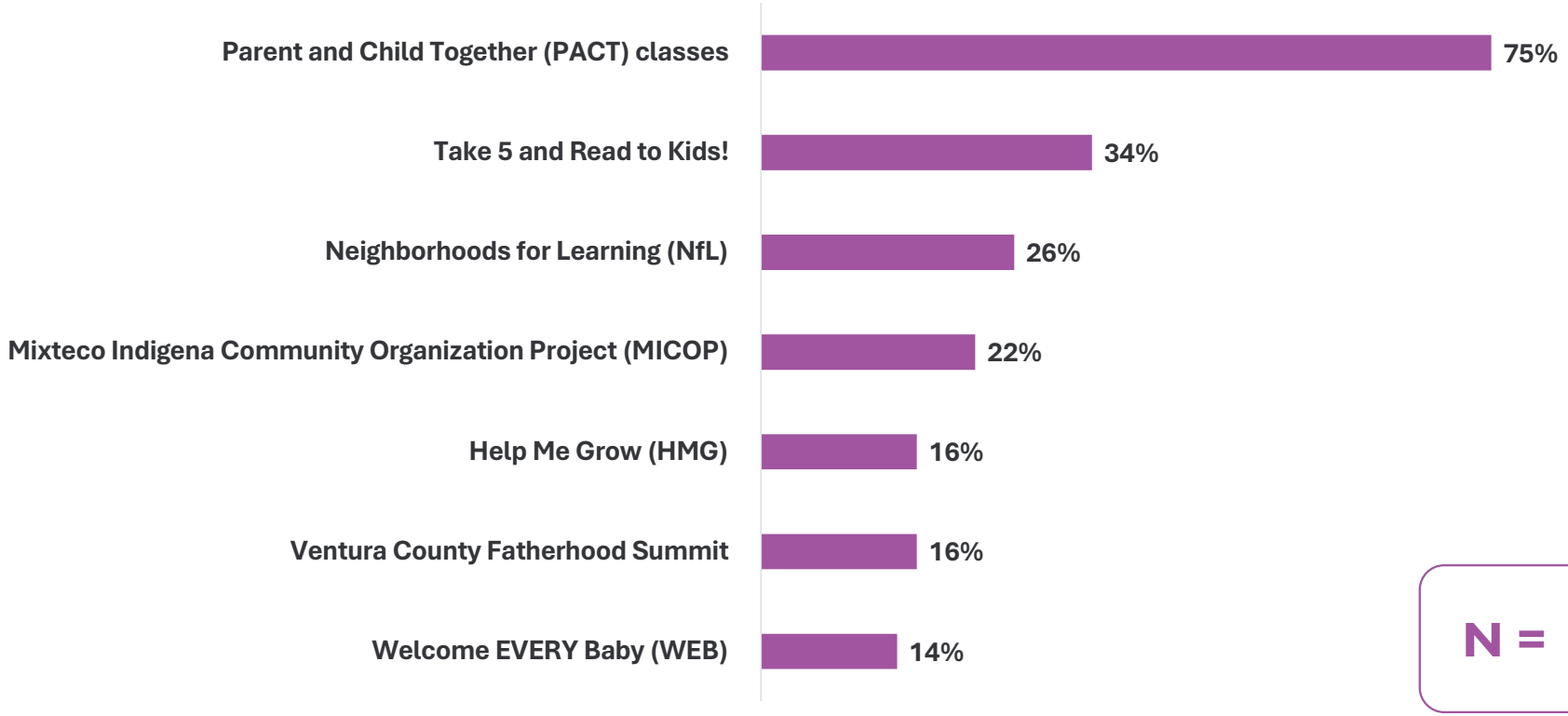
N = 152

How old are your children? (Select all that apply)



N = 158

Have you heard of any of the following programs or services offered by First 5 Ventura County (Select all that apply)



N = 146

What are three services or resources you need for raising a child in Ventura County?

General Concrete Needs/Strong Families

- Affordable Housing (Vivienda, Rent Support, Homeless Shelters)
- Food (SNAP, Nutrition, Affordable food)
- Clothing/Shoes
- Diapers

Childcare/Early Childhood Learning

- Daycare/Preschool (HeadStart)
- Affordability
- Accessibility
- After-school/Extra-curricular
- Literacy

Healthcare (Parent/Child, Physical, Developmental/Behavioral)

- Insurance (Medi-Cal)
- Screenings/Appointments
- Developmental Milestones (i.e. potty training)
- Behavioral/Mental Health (i.e. Autism/ABA, therapy)

What are three services or resources do you need for raising a child in Ventura County, but cannot get?

Childcare & Early Learning

- Daycare/Preschool
- Enrichment/Extracurricular
- Flexible Programming

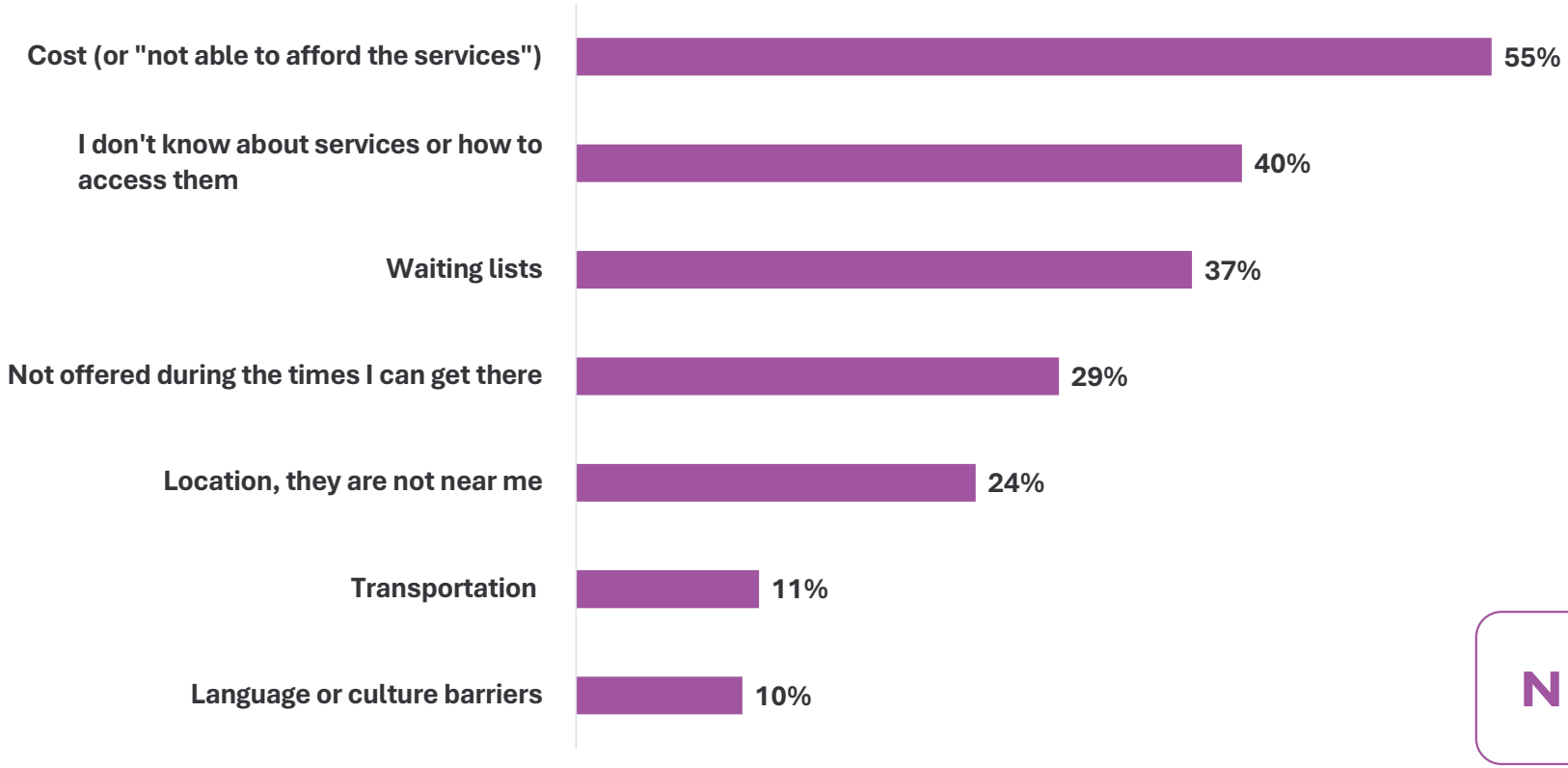
General Concrete Needs

- Housing
- Food/Nutrition (SNAP, CalFresh, WIC)
- Clothing (shoes)
- Diapers

Healthcare (Parent/Child, Physical, Developmental/Behavioral)

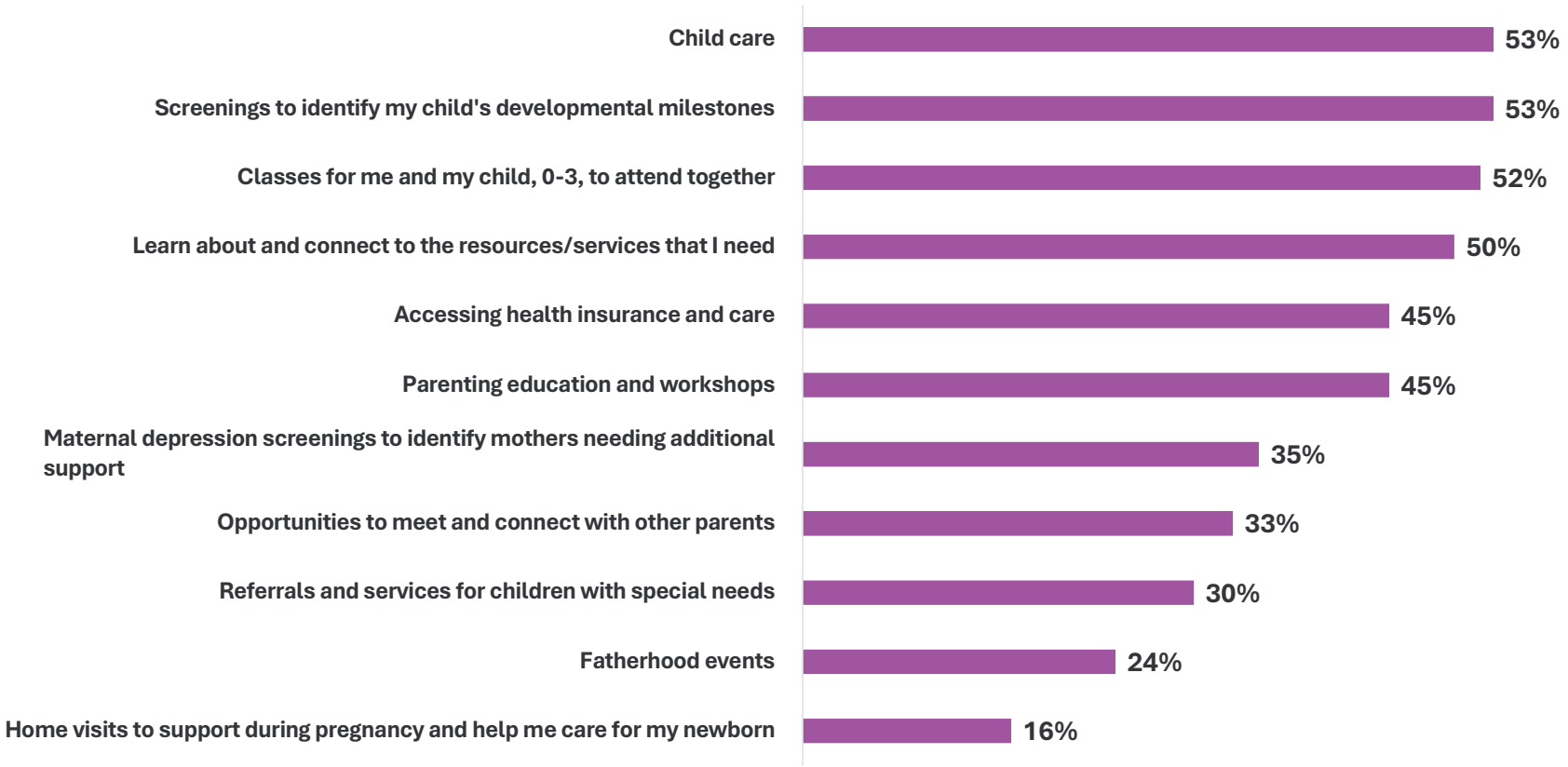
- Pediatric/Dental/Medi-cal
- Developmental Support (OT, Speech, PT)
- Behavioral/Mental Health Support (Autism, ABA resources, Therapy)

Thinking about those services that you need but that are challenging to get, what makes it hard to get the information or services that you need as a parent? (Select all that apply)



N = 161

How much of a priority are the following services for you as a parent?

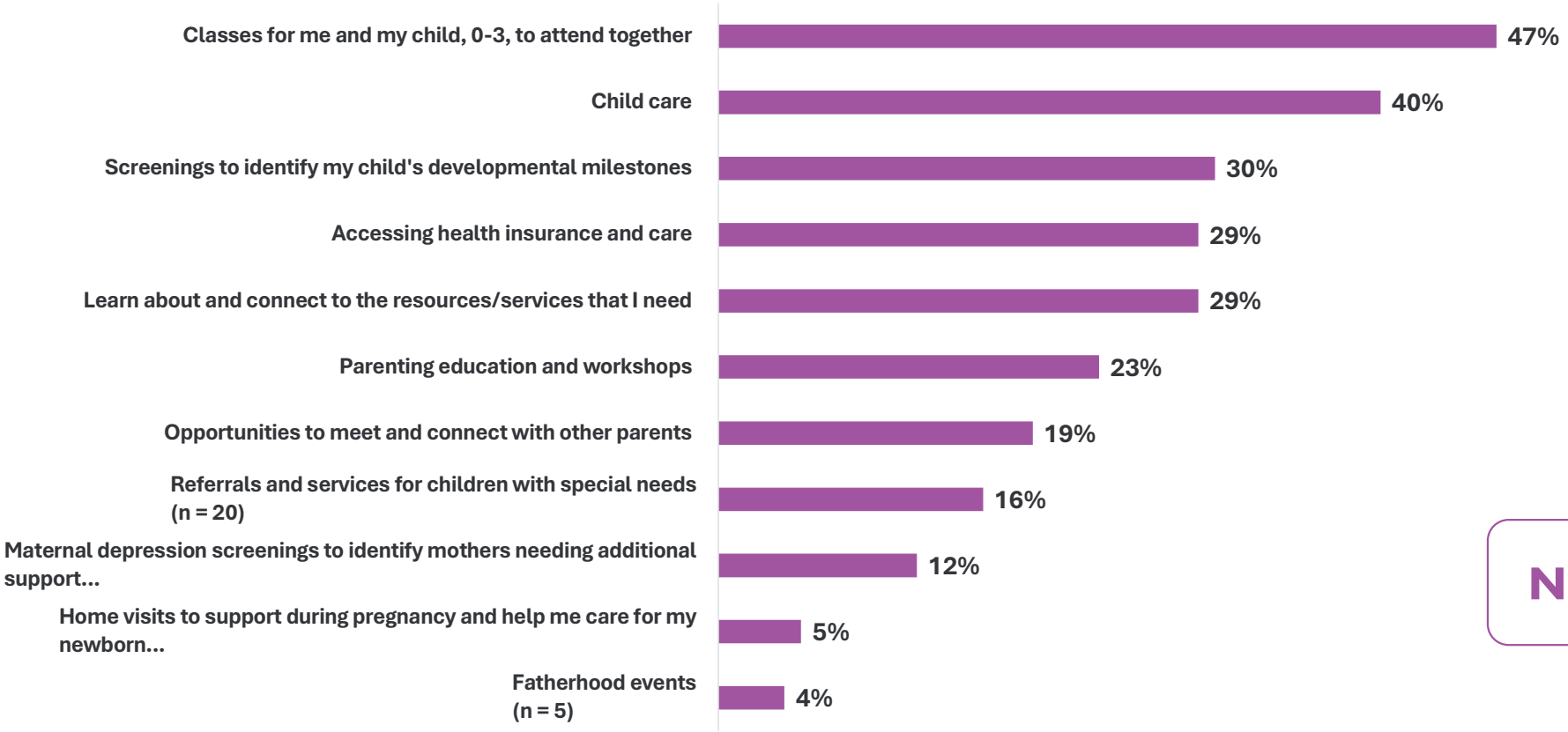


Values represent proportion of services rated as "HIGH Priority"

N = 182

ASR Helping People Build Better Communities

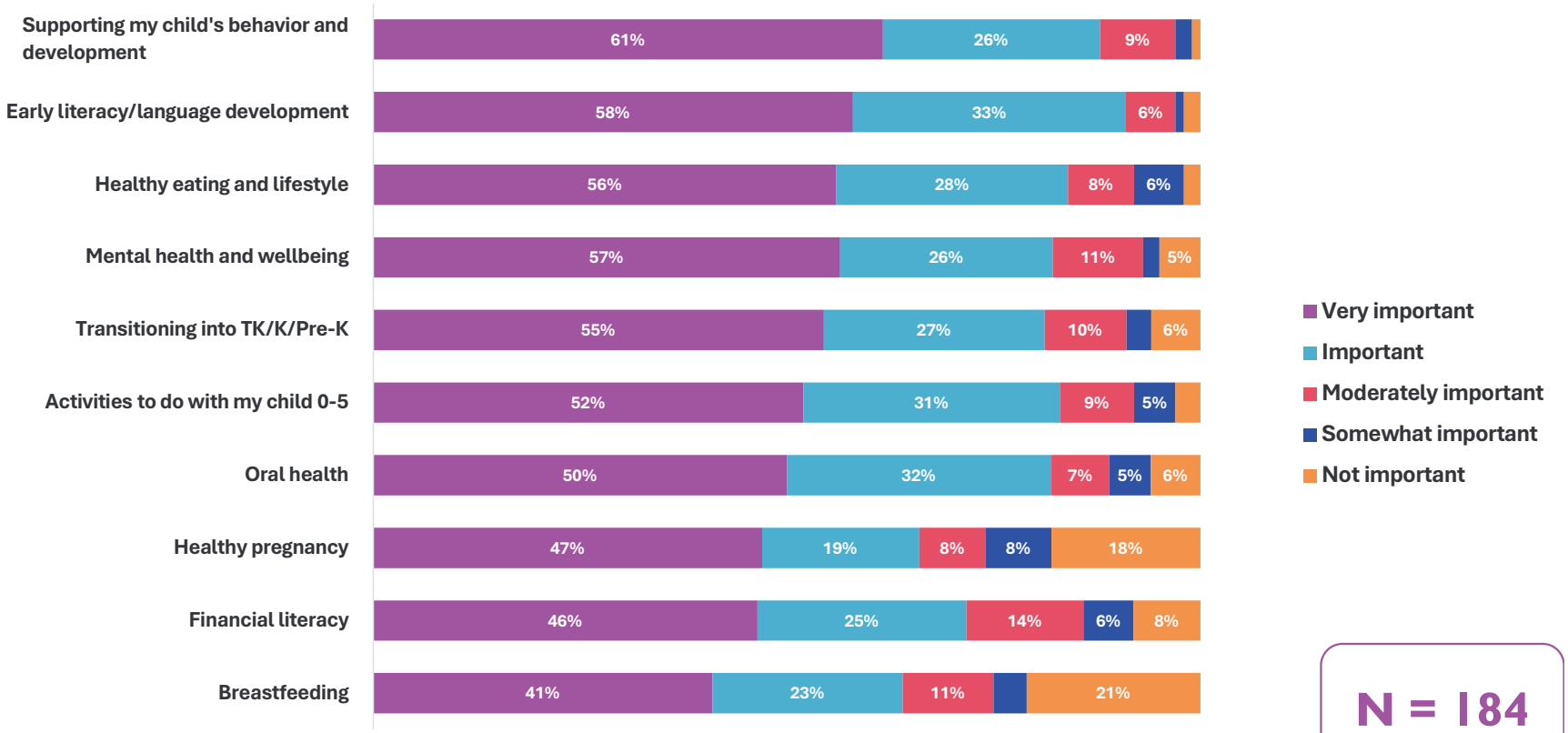
From the list of services you just rated as HIGH priority, please identify your top three.



N = 129

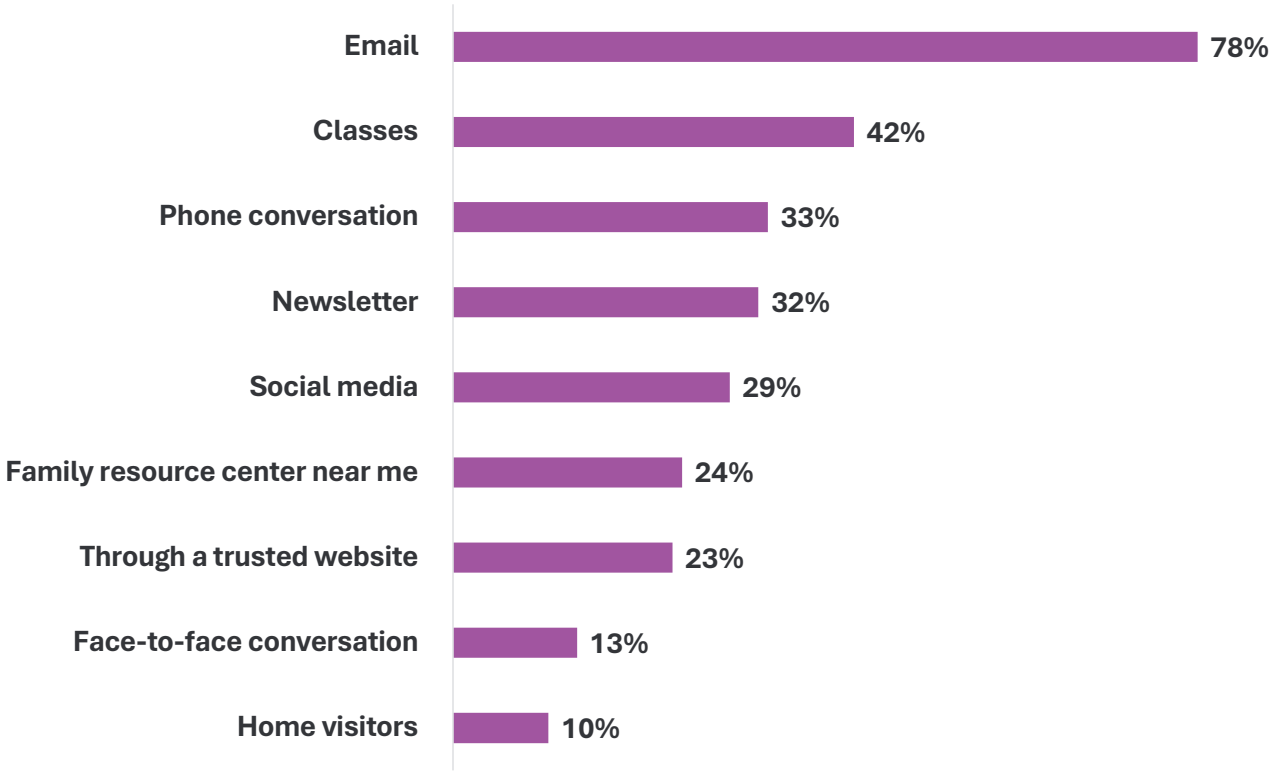
ASR Helping People Build Better Communities

What information is most important to you as a parent?



N = 184

How would you like to get information? (Select all that apply)



N = 160

What specific resources or activities would you like to see more of?

Early Childhood Learning

- STEM
- Outdoor activities
- Affordable enrichment
- Targeted age-appropriate learning
- Literacy and school readiness

Programs/Systems

- Flexible scheduling- drop-in
- Multi-age groups
- Drop-in services
- Communication/central information
- Outdoor, safe spaces to play

Strong and Resilient Families

- Basic needs (diapers/WIC)
- Parent Education
- Playgroups

Child Development and Health

- Developmental screening & early intervention
- Health education & healthy habits
- Physical development activities
- Maternal & family mental health

Please let us know if there is anything else you would like to share about your needs?

- Health and Medical Access
- Communication
- System Navigation
- Basic Needs
- Parent Education

Parent and Caregiver Survey Summary

Who We Heard From

- 92% parents/guardians of young children
- 66% Hispanic/Latino, 34% White
- Responses concentrated in Oxnard and Santa Paula
- 41% of households under $30K
- Children mainly ages 1-3 (44%) and 3-5 (39%)
- 34% prefer Spanish as primary language

Priorities & Communication

- Top needs: child care, screenings, parent-child classes
- Info most desired: child development, literacy, healthy lifestyles
- Families prefer email (78%) for communication

Services & Barriers

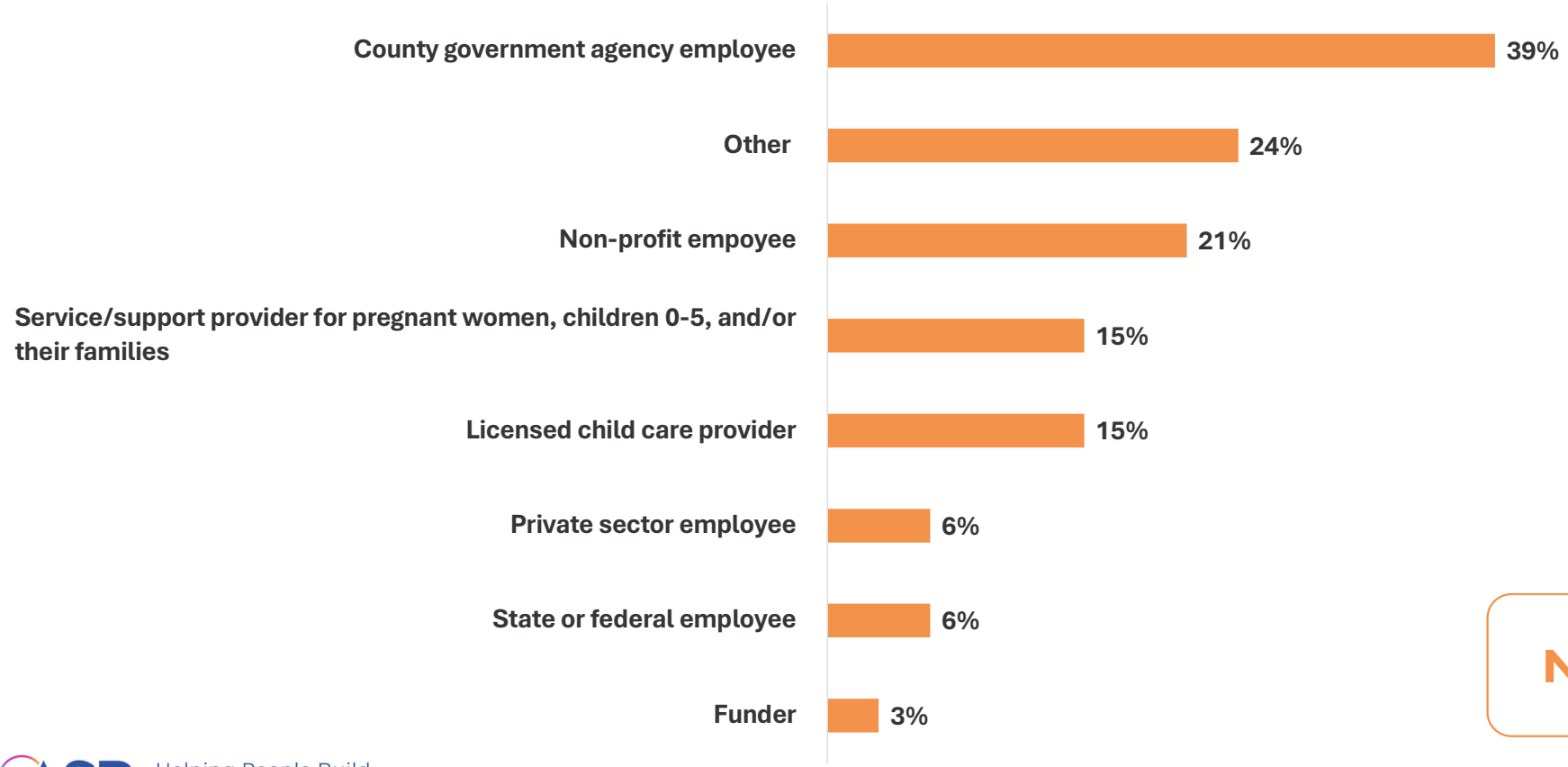
- Highest awareness of PACT classes (75%)
- Top barriers: Cost (55%), lack of info (40%), waitlists (37%)

Community Partner Survey

Community Partner Survey

- Survey accessible 6/26/25 – 8/1/25
- All responses collected via Qualtrics link from First 5 Ventura email campaign
- Total responses: **33**

How would you describe your organization/agency? (Select all that apply)



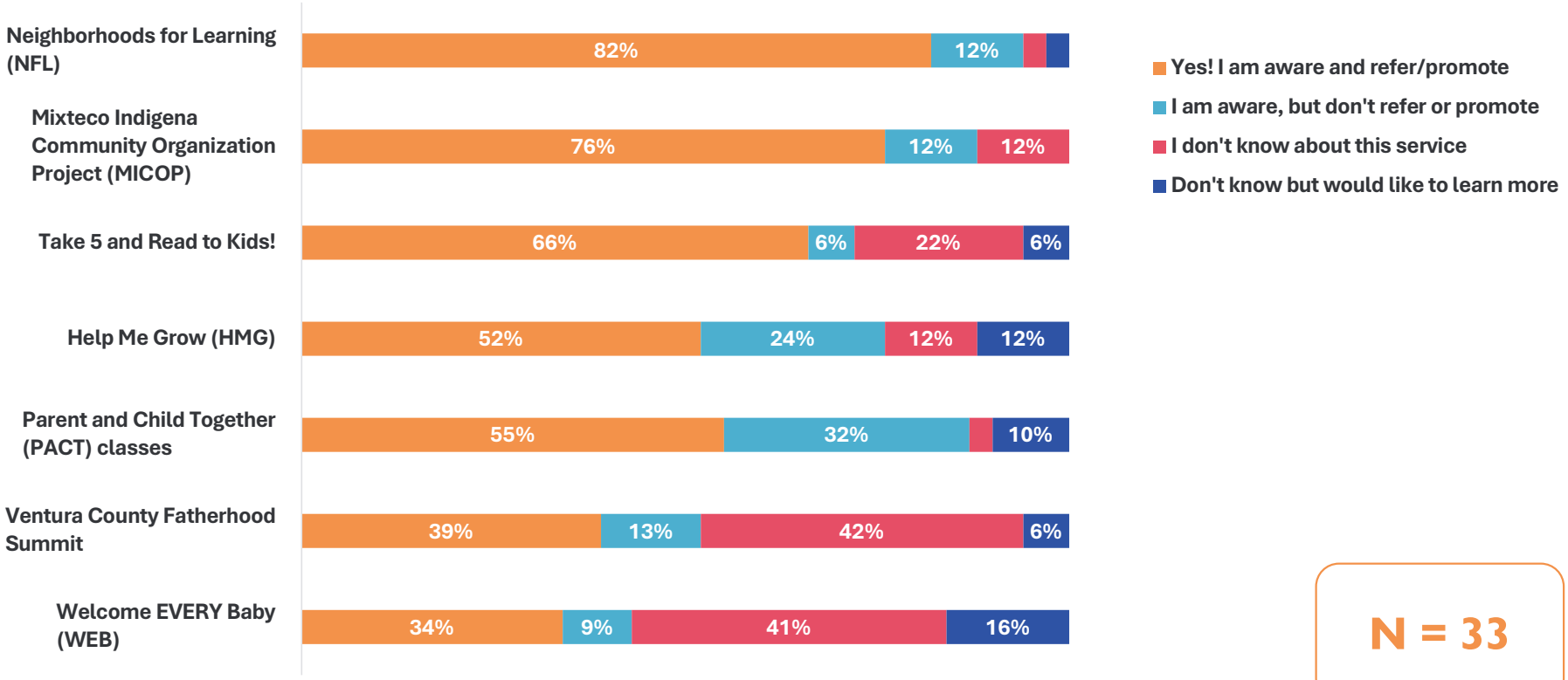
N = 33

Where does your program provide services?

Zip Code	Number of Responses	Percentage of Responses
All Ventura County	20	61%
93015	3	9%
93003	2	6%
91362	2	6%
91361	2	6%
93060	1	3%
93041	1	3%
93030	1	3%
93022	1	3%
93021	1	3%
93012	1	3%

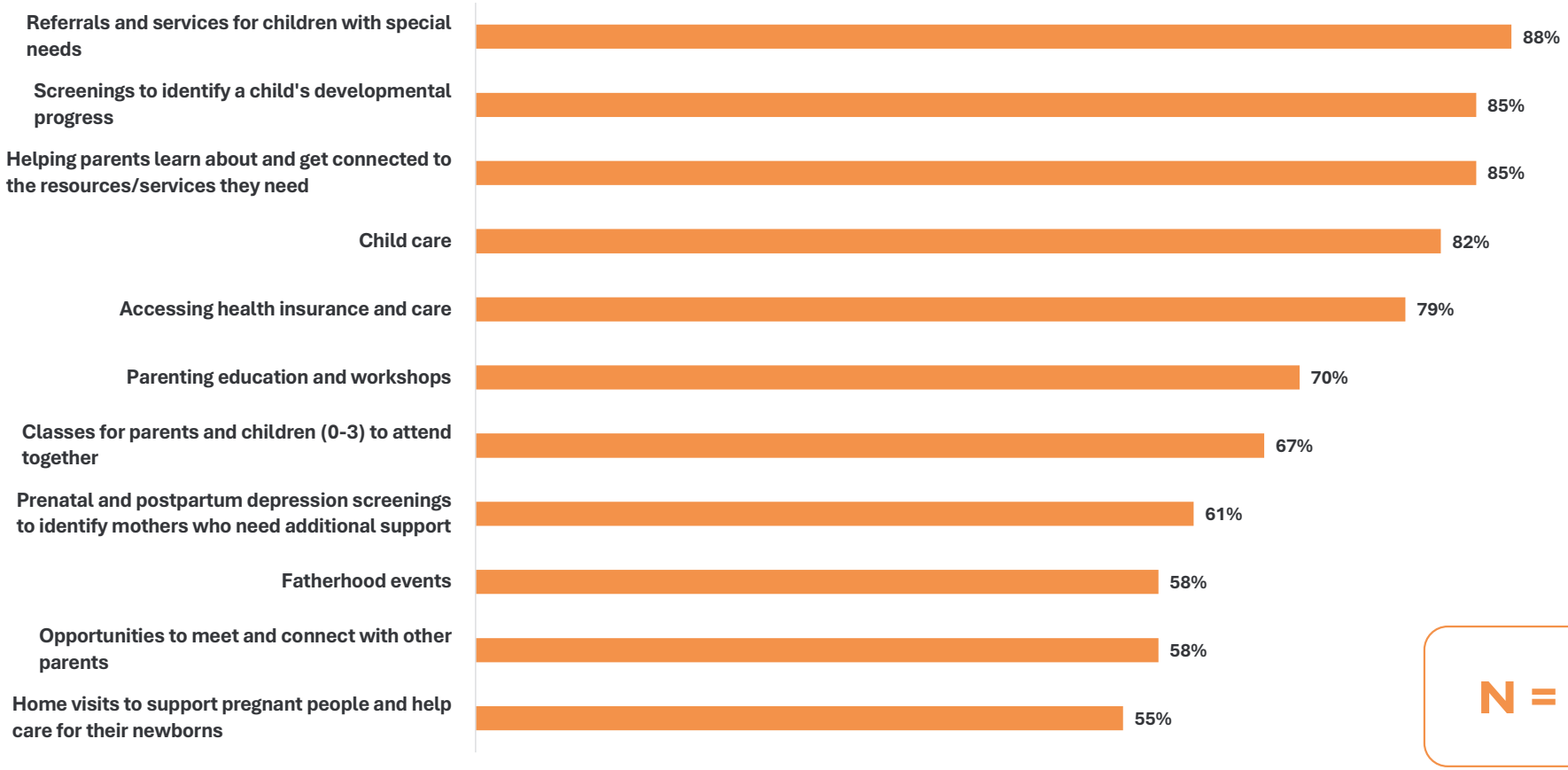
N = 33

Are you aware of the programs affiliated with First 5 Ventura and does your program refer families to them?



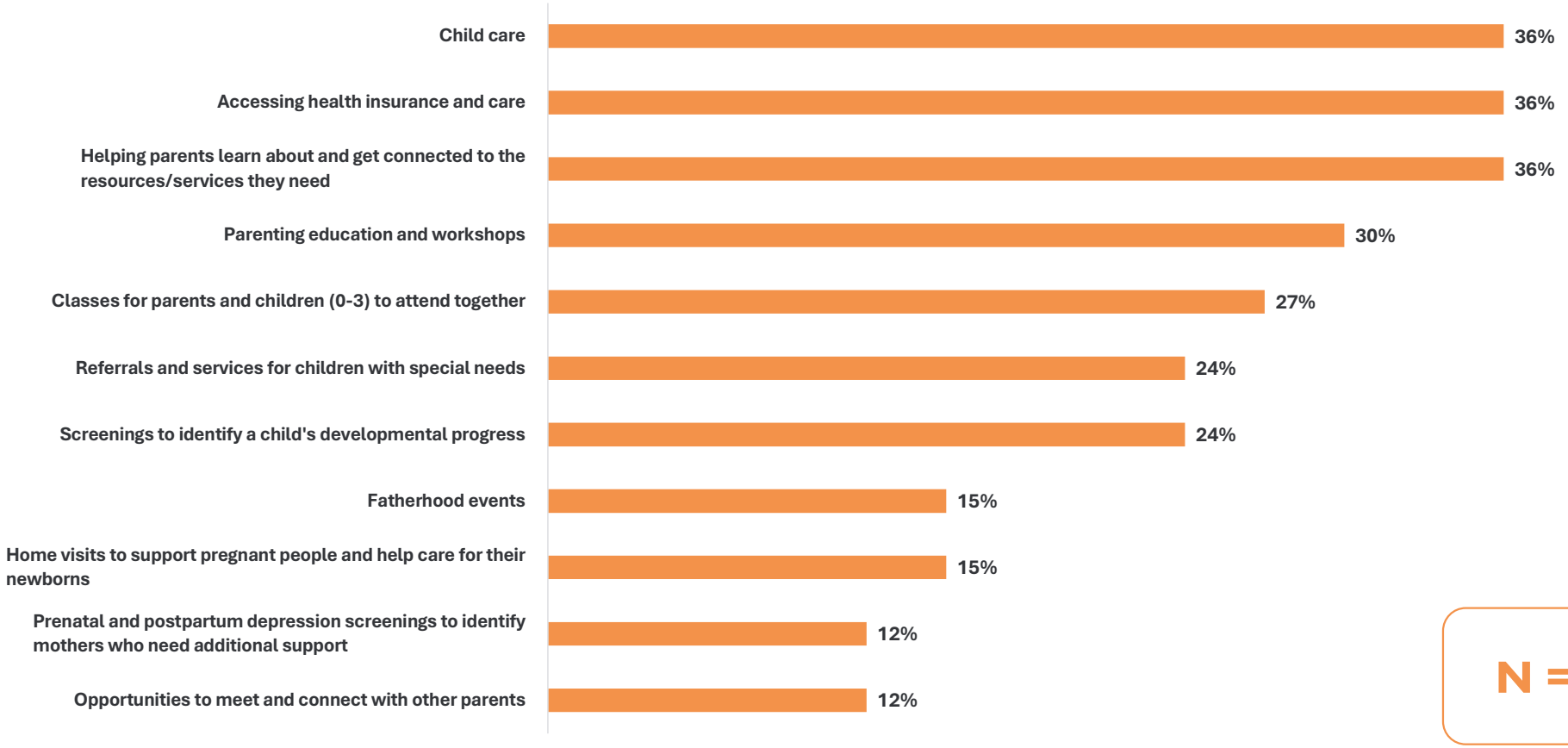
N = 33

From your perspective, how much of a priority are the following services for parents of young children (ages prenatal-5)?



N = 33

From the list of services you just rated as HIGH priority, please identify your top three?



N = 33

ASR Helping People Build Better Communities

What specific resources or activities would you like to see more of?

Area	Somewhat Important	Moderately Important	Important	Very Important
Funding intervention services targeted to the most vulnerable populations	3%	6%	30%	**61%**
Maintain and strengthen direct services for families through the Neighborhood for Learning (NfL)	3%	13%	28%	**56%**
Funding universal prevention services for children and families	3%	19%	28%	**50%**
Facilitate cross-sector collaboration and decision-making among health, education, and community organizations	3%	13%	41%	**44%**
Advancing early literacy through educational campaigns and the distribution of bilingual books	3%	13%	41%	**44%**
Increase public and policymaker awareness of family needs and the importance of investing in prevention	0%	13%	42%	**45%**
Convening partner organizations to address issues affecting child development	3%	13%	47%	**38%**
Offering partner education and technical assistance across service systems	6%	28%	28%	**38%**
Strengthen early childhood policies and increase public investment through advocacy and community engagement at the local and state level	0%	19%	44%	**38%**
Promote awareness of early childhood development through public messaging campaigns	0%	28%	38%	**34%**
Support families with early identification and linkage through Help Me Grow (HMG)	6%	15%	45%	**33%**
Developing and disseminating best practices, quality standards, and toolkits	13%	23%	35%	**29%**
Provide technical assistance, coaching, and training to early childhood providers and families	13%	28%	34%	**25%**
Increase parent leadership and advocacy through family empowerment initiatives	9%	16%	56%	**19%**
Expand access to light-touch home visiting through Welcome EVERY Baby (WEB)	13%	28%	41%	**19%**

N = 33

Do you have any additional thoughts about the role(s) First 5 should play in the community?

Connector/Collaborator Role

- Strong Partnerships Agencies Serving Children 0-5
  - *"I think first 5 does great work and the staff are great. I prefer they partner more with local agencies than try and do all of the work"*
- Affordable Enrichment and Extra-Curricular Activities
- Libraries – raise awareness of free services from books to events/field trips

Policy, Systems and Environmental Change Advocate

"The first 5 years of a child's life is critical. Focusing on policy, systems and environmental change is where long lasting, sustainable changes happen. This should be the focus of a program like First 5 whose creation was based on protecting and enriching the first 5 years of a child's life.
Arguably, direct services are also essential in the day to day lives of children. Prioritizing where First 5 may make best use of resources is a tough decision."

Other

- Bilingual/Multi-cultural Education Support- staff bilingual in Spanish/Mixtecan
- Nutrition Education
- Increased Community Presence

Do you have any additional thoughts about the role(s) First 5 should play in the community?

Partnerships

- Agency (stronger and more) elevate partners and don't try to work alone
- Library
  - Existing one is enjoyable
  - More to raise awareness on available affordable activities.
    - Connection Facilitator role (Developmental/Education)
      - *"Focusing on literacy, school placement, support and helping to connect to services for kids that may fall through the cracks. Getting into health care is complicated and heavy."*
      - *Increase "our" community presence*

Advocacy

- *Policy*
  - *The first 5 years of a child's life is critical. Focusing on policy, systems and environmental change is where long lasting, sustainable changes happen. This should be the focus of a program like First 5 whose creation was based on protecting and enriching the first 5 years of a child's life. Arguably, direct services are also essential in the day to day lives of children. Prioritizing where First 5 may make best use of resources is a tough decision. It will take careful consideration, feedback from partners and clients, historical review of success and challenges, available resources and most of all compassionate and resourceful leaders at the helm.*
- *"Increase our community presence."*

Other

- *Nutritional Parent Education (healthy food choices)*
- *Support for Physical Enrichment Activities (sports, dance, movement)*
- *Early Bilingual/Multi-cultural Education*
- *Staff who speaks Spanish and Mixteco*
- *"I think first 5 does great work and the staff are great."*

N= 10 responses

Are there any groups of people in Ventura County or locations around Ventura County you feel are especially in need of support?

Location-Specific

- Saticoy-Ventura (Parent/Child Reading, Planning, Support)
- Colonia in Oxnard
- Cuesta Del Mar in Port Hueneme
- Fillmore
- Santa Paula's Eastside
- South Oxnard (Learning and Safe Access to Support)

Socio-Economic Need

- Unemployed
- Families at Poverty Level (Welfare, Low-Wage Earners, Homeless)

Vulnerable Local Populations

- Immigrant (documented and non-English speaking)
- Migrants
- Farm Labor
- Mixteco
- Single Parents
- Latinx Community

Specific-Need Based

- Families with Children with Disabilities (physical or developmental)
- Families needing quality Child Care
- Expectant Parents

Community Partner Survey Summary

Who We Heard From

- Mix of county government (39%), nonprofits, child care & service providers (15%)
- Many serve families county-wide (61%), others concentrated in Oxnard & surrounding ZIPs

Program Awareness & Referrals

- Strongest awareness/referrals for NfL (82%) and MICOP (76%)
- Moderate awareness for PACT (55%), Take 5 (66%), and HMG (52%)
- Lower awareness/referrals for WEB (34%) and Fatherhood Summit (39%)

Perceived Priorities for Families

- Highest: referrals for children with special needs (88%), screenings (85%), parent connection to resources (85%), and child care (82%)
- Other priorities: health insurance access (79%) and parent education (70%)

Top Services Partners Would Prioritize

- Child care, health insurance, and parent connection to resources (each 36%)
- Parenting education (30%) and parent–child classes (27%)

Resources & Activities Partners Want More Of

- Funding for vulnerable populations (61%)
- Strengthened NfL services (56%)
- Universal prevention services (50%)
- Cross-sector collaboration & bilingual literacy campaigns (~44%)

Focus Groups

Comprehensive Child Health and Development

STRENGTHS

- WEB- Post-Partum Depression support and guidance
- PACT- Public Health partnership and SEL
- Screenings (ASQ)
- HMG- (Grace, in particular mentioned)- great resource

WEAKNESSES

- Follow-up after ASQ- case coordination & support with referrals to specialists
- Lack of parent awareness of full scope of programs or vital programming information (registration process, class schedule, website confusing)
- Increase post-partum WEB sessions (>6)
- Less burdensome screening tools
- Limited Capacity- Waitlist
- Earlier Early intervention

PARENT FOCUS GROUPS

OPPORTUNITIES

- Awareness of Available Services (hospital)
- Insurance Navigation
- IEP Navigation
- Innovative Communication- app/web portal; virtual screenings; reminders through notifications (appmts)
- Referral follow-up ASQ follow-up case coordination (warm handoff; F5VC advocacy
- Survey feedback regularly (waitlist, i.e. PPP)
- Hospital outreach to pregnant moms

THREATS

- Current political and economic landscape- rapidly shifting and unpredictable- (feeling unsafe)
- Protective Factors- basic needs threatened- resources strained (time, finances, housing, transportation)
- Lack of trust and fear

Strong and Resilient Families

STRENGTHS

- PACT- great teachers caring & engaging; learn transferable skills and applicable knowledge (SEL, routines)
- Parent Workshop resources- helpful
- Parent Leaders- motivated to fill in niche needs (i.e. set up meetups/support groups, outreach);
- Great social support- community is welcoming/inclusive
- Children- SEL opportunities

WEAKNESSES

- Limited Capacity of staff/referral places
- When parents graduate from PACT- resources and awareness of events drop off
- Variability in referrals
- Communication piece missing when connecting to referrals or partner agencies- what to expect
- A lot of information to navigate; know how to
  - When parents are on the Waitlist- no activities to do if not in PACT
  - Limited attendance (non-PACT)

PARENT FOCUS GROUPS

OPPORTUNITIES

- Education on Navigating School System- self-advocacy training
- Orientation on Navigating First 5 offerings
- Community partnerships- increase activities
- Curated referral list (vetted; doulas)
- Leverage community partners/organizations to reach migrants, unhoused, indigenous populations
- Alum newsletter- events and happenings/resources
- Leverage Community partners to raise awareness

THREATS

- Location changes for NFLs challenges brand awareness
- Cultural blind spots (i.e. some parents value systems might impede self-advocacy within educational system)
- Volatile times necessitate greater flexibility in planning
- Working parents/Single parents

Quality Early Learning/Programs and Systems Integration

STRENGTHS

- Bilingual classes
- Successful literacy efforts (cultivating love for reading, no screens in class, phonics; Library partnership has facilitated other opportunities and ways to connect)
- First 5 is well-connected and well-known in the (0-5) space
- Education and Developmental participation with child fosters confidence in parents

WEAKNESSES

- Gap in accessing support needs in county after age 3
- More learning and social activities for children
- Support navigating school system
- Working/Single parents don't have time to attend scheduled programming; need for evening/weekend classes or hybrid/virtual options
- Long waits (6+ months for Speech/ABA)
- Website lacks transparent information on enrollment, schedule, etc.
- More Social Activities where parents/children can connect

PARENT FOCUS GROUPS

OPPORTUNITIES

- Hire Spanish-Speaking Staff
- Tap into community parent groups
- Community Partnerships for facility use
- Increase Parent-to-Parent connections for those unable to attend PACT classes
- Support navigating school system
- Mobilize parent leaders
- Tap into Parent Groups to promote programs and

THREATS

- Need for affordable childcare
- Pervasive fear/wariness of accessing services due to policy shifts
- Staffing shortages in County (i.e no speech pathologist) creates delay in getting services that could impact long-term school trajectory
- Rising cost of living

Commission Interviews

Commissioner Insights on Partnerships

- "We do not provide everything, but we can connect you to everything."
- "We are compassionate, and we are connectors. We connect people together."
- Partner with districts/SELPA and Tri-Counties Regional Center to conduct earlier screens; goal is shorter service duration through timely intervention.'
- "Increasing our capacity to… check for postpartum depression… identify that and work in partnership with others."
- Build a larger coalition… moving out of our silo and working with other groups."
- "It comes down to trust… we've built that trust on the educational side… now move it into the physical health aspect." —'
- "If they're nutritionally not being fed… they don't have housing, it's going to impact the whole family… look at it holistically."
- "MOU with Gold Coast to have care ambassadors in our wellness centers."
- "We have a strong network of community-based organizations… who can get into spaces that we in government can't."

Commissioner KIIs | Comprehensive Child Health and Development

STRENGTHS

- All screenings-still needed and essential (post-partum, ASQ, developmental)
- HMG-
- WEB – post-partum support
- Screenings (ASQ)- innovative and good way to support family needs; successful at getting them completed
- Successfully adapted services over the years to align with funding and County needs; shift from Early Childhood Care to NFLs. Dental clinics, and Screenings
- Strong partnerships in the 0-5 space
- Home Visiting program

WEAKNESSES

- Follow-up on linkage to specialist support –track data
- WEB- more than 6 sessions
- Mental Health Support for parents of children with behavioral/developmental needs
- Some lower NFL attendance
- Potential lack of understanding among community partners about F5 services
- Change from referring to 0-5 to prenatal to age 5
- Increase awareness of services available
- Increase number of families with physical health screenings
- Establish more partnerships with health agencies
- Grow Trust in Health area to meet that of Education area

OPPORTUNITIES

- Screening linkage and data tracking of follow-up
  - i.e. post- ASQ connect families to CBOs like food banks
- Prioritize focus on health-connector to services
- ECM Medi-care funding/Behavioral Health funding
- CalAim
- ASQ follow-up
  - Assess Needs and Connect to trusted partner CBOs (i.e. Food Banks)
  - Track Data in Follow-up
  - Behavioral Health Funding
- Earlier Parental Education (PPD) and Parenting Children on Spectrum
- Aim for increasing numbers
- Support children dropped by agencies after age 3 for support

THREATS

- Potential Medi-Cal cuts
- Dwindling Tobacco Funding
- Qualified Educator Shortage
- Constraints on time, transportation for working and single-income families
- Climate of distrust due to charged political climate
- Increasingly challenged to get basic needs met (food, housing, safety)
- Rapidly shifting and unpredictable climate (policy and budget)
- County staffing shortage (speech pathologist vacancies)
- Drop off in developmental support after age 3
- Increasing numbers of children on Spectrum

Commissioner KIIs | Strong and Resilient Families

STRENGTHS

- NFLs are customized to local community needs
- Provides much needed social and parenting support for whole family-protective factors
- Parent Leaders- engaged
- WEB- offers grounding guidance to parents- data
- Commitment from Commission throughout the Organization to inclusive, culturally-humble, responsive, and relevant programming
- Shift to family-centered approach—effective
- Connector of people
- Provides access to families who would not be able to afford these services- meet developmental needs
- Effective parent education opportunities

WEAKNESSES

- Lower attendance at some NFLs- increase enrollment across programming (except PACT)
- Across community may be lack of awareness of full suite of services
- Pre-pregnancy/pre-natal parent education to support parents in navigating support
- Lack of support on navigating systems for children with special needs
- Could increase outdoor activity program for children incorporating sensory awareness activities
- Mental health support for parents/caregivers of children with behavioral issues/developmental delays
- Capacity constrained by budget

OPPORTUNITIES

- Seek collaborative community partnerships for advocacy to establish more permanent or semi-permanent location
- Provides much needed social and parenting support for whole family
- Parent Leaders- engaged
- WEB- offers grounding guidance to parents
- Commitment from Commission throughout the Organization to inclusive, culturally-humble, responsive, and relevant programming
- Paternal Engagement
- Make sure meeting families language needs
- Support unhoused population (case coordination after ASQ assessment
- Leverage PACT to increase NFL engagement
- Insurance Navigation support

THREATS

- Lack of longstanding facilities—undermines brand and ability to entrench into community; need for desirable location in high needs location
- Loss of trust in systems and government-
- Shortage of qualified educators
- Shortage of early childhood physical spaces
- WEB- offers grounding guidance to parents
- Commitment from Commission throughout the Organization to inclusive, culturally-humble, responsive, and relevant programming
- Paternal Engagement
- General sense of safety and basic needs not being me

Commissioner KIIs | Quality Early Learning

STRENGTHS

- Effective Literacy efforts (county-wide reading campaign, impactful library partnership, phonics in PACT classes)
- Provide quality SEL instruction through engaged teachers
- Parents and children learn together through PACT classes, fostering powerful bond
- Considered strong partner in this field and great advocate
- Adopt holistic and whole-family approach to child development and early childhood learning
- Have evolved programming over the years to better address most pressing County needs
- High PACT enrollment- great because entry point to other First 5 Services

WEAKNESSES

- Increase engagement in partner collaborations and amplify the work of others in the prenatal to 5 space
- Increased visibility of First 5 in K-12 district
- Learning opportunities beyond reading (i.e. math)
- The space receives a lot of funding and may be over-saturated
- Educational Programming- limited availability and schedule
- Bureaucratic red-tape of school district support for those with developmental delays/behavioral needs

OPPORTUNITIES

- Support in school placement, school counseling, connecting families to affordable preschool/TK options
- Fill in gap- after age 3 some agencies drop services for children with special needs- stymieing school readiness
- Support with workshops on navigating school system (IEPs)
- Play facilitator role

THREATS

- Lack of longstanding facilities—undermines brand and ability to entrench into community; need for desirable location in high needs location
- Loss of trust in systems and government-
- Shortage of qualified educators
- Shortage of early childhood physical spaces
- Even parents who previously were up-to-date with screenings, falling off
- Lower birth rates
- Staffing shortage and lower enrollment

Commissioner KIIs | Programs and Systems Integration

STRENGTHS

- Great Current Program Quality
- Culturally-responsive
- Staff is caring, committed, mission-driven; great character-relationship-driven culture will allow it to whether changes
- Fiscally responsible, adaptive to County needs
- Excellent policy advocates
- Strong Community Partner
- Have successfully delivered on all priorities
- Success in areas of educational and developmental
- Transparent communication with Commission
- Effective Leader
- Work culture- humane
- Strong Commission
- Well-established reputation in Education and Developmental Areas

WEAKNESSES

- More/stronger community partnerships to increase capacity (growing non-profit presence in County, county agencies, grass roots organizations, corporations)- improve at collaborating
- Adopt a connector/facilitator role
- Need to diversify funding sources
- Resources and services are available, so concerted effort to
- Increase participation numbers across offerings (except PACT) and screenings
- Solicit qualitative feedback as well as quantitative and go beyond "how much" to "how better"
- Need to innovate and diversify funding streams- consider non-profits, non-government entities, and corporate sponsorships

OPPORTUNITIES

- Partnerships and Collaborations to expand
- TK Funding--Need for Counseling and Connecting
- Behavioral Health Funding
- Need for Staff Member tasked with navigating community partnerships and tracking funding sources and flow
- Research innovative programming that scaled elsewhere
- Leverage excellent reputation for partnerships support in establishing long-standing NFL location
- Medi-Cal reimbursement
- Embed Nature activities into programming
- Expand Health
- Leverage other non-profits and organizations who have established trust with migrant, immigrant, Mixteccan and non-

THREATS

- Waning Tobacco funds
- Lower Birth Rates
- Staff shortages- County/Early Chiildhood Caregiving
- Basic sense of safety destabilized
- Rapidly changing budget/leglislative and policy climate
- Potential Medi-Cal cuts
- Immigration policies impacting sense of safety and trust
- Housing/Food Insecurity
- Need for affordable Childcare
- Families afraid to access much needed available resources
- Lack of awareness or understanding of programming- need for education
- NFL's lack of a stable facility location and difficulty finding reasonable rent undermines brand and ability to entrench local communities
- Parent drop-off in screening follow-ups

Commissioner Insights on Strategic Priorities

- "If they're nutritionally not being fed… they don't have housing, it's going to impact the whole family… look at it holistically."
- "We see… a natural dip when kids hit a certain age… they don't come in for screenings."
- "How do you find out… what help is out there… navigating that web of systems?"
- "Our role is to meet the developmental needs… in the most innovative and cost-effective way." I think we do a really good job at trying to meet those developmental needs of the 0 to 5 population in our most disadvantaged communities."
- "Parent education… it's okay to get support."
- "Help support families… access those services earlier… disparities at TK/K."
- "The follow-through part is gonna really be important… What happened to these families after they got [screened]?"
- "New families… would do well with having more home visiting… people coming in doing some education.
- "Access to health care is paramount; I think it's both [access and linkage], and it takes separate strategies to accomplish both"

Commissioner Insights- F5VC and Innovative Solutions

- "I'm always a big fan of… looking at different models… other states… to improve what we're doing."
- "Leaning into innovation and new partnerships… looking at the physical, mental, emotional, and spiritual aspects of the whole family."
- "We've reached out… language-specific opportunities… and making sure we always use a culturally appropriate lens."
- "Becoming an ECM provider… looks nontraditional… generate revenue and stay ahead."